

## Kaiser Permanente Member Service Contact Centers

### Service Center Philosophy

Member Service Contact Centers (MSCCs) are the support system, the heartbeat behind providing Kaiser Permanente's (KP) integrated health care service to our members and customers. We educate and connect with the minds and hearts of those we serve thousands of times every day to deliver the *Kaiser Promise* -- and build loyalty.

*Our Promise: Provide our members with quality they can trust and caring with a personal touch while making it convenient and easy as well as affordable.*

*Our Service Credo: Our cause is health. Our passion is service. We're here to make lives better.*

In 1995, KP consolidated its 85 decentralized Member Service call centers to two regional contact centers to provide consistent, high quality service, and member experience to its members across California. Last year, KP further consolidated its contact centers into three shared service facilities across three time zones to offer members and customers more communication channels and a consistent KP-branded member experience in four regions.

- Common desktop, telephony and service tools w/shared systems, policies, and procedures
- Economies of scale
- Universal customer service agent
- Operating to KP's national standards and performance guarantees
- Call sharing across the MSCCs in three time zones based on volume needs
- Disaster recovery

### Performance Metrics and Guarantees

Performance metrics are driven by KP performance guarantees, KP National Quality Assurance Standards, external regulators, and KP internal compliance. Metrics include: service level, abandonment rate, average speed of answer, average handle time, first contact resolution, quality assurance (9 behavioral measures), schedule adherence, absenteeism, shrinkage, and occupancy.

Kaiser Permanente establishes performance guarantees with our purchasers that the health plan will perform at industry standard service levels. Specific performance measurements are tied to annual performance guarantees. Some examples include:

- 80 percent of calls handled in 30 seconds or less
- Timeliness and accuracy of distributing member ID cards
- Member satisfaction with their health plan
- Processing turnaround time on claims

If KP's performance slips below the guaranteed levels at the end of a given year, we pay penalties to our purchasers. Performance guarantees provide measurable targets to track and work towards. Risk factor: nearly \$9 million

### Service Center Role

Kaiser Permanente currently serves more than nine million members, nearly 7 million in California. Our Member Service Contact Centers (MSCCs) answer more than eight million

member and prospective member or customer calls annually. (Our Appointment & Advice Contact Centers answer 52 million calls annually.)

Call types include inquiries regarding the following: enrollment, benefits, products, coverage, facility information and available services – virtually every subject except medical advice and appointments.

### KP Contact Center Organization

- MSCC locations: Corona, CA; Denver, CO; and Fulton, MD
- Customer Service Representatives handle Main, Medicare, Claims, Deductible, Client Services, and Kaiser Permanente Individual and Family Plans queues, and KP.org inquiries, emails, and first-level technical support.
- Call sharing: MSCC-Fulton and MSCC-Denver handle California member calls in addition to regional calls as volume requires.
- KP's toll-free number: printed on member benefit cards, listed on the KP website, promoted in member newsletters, and available on select member correspondence.

### Service and Staffing Models

Contact Center	Hours of Operation	# of CSRs
MSCC-Corona	24/7	468
MSCC-Fulton	7 am-8pm (M-F) 8am-5pm (Sat.)	206 (110 for CA calls; 96 for regional calls)
MSCC-Denver	7am-8pm (M-F)	192 (110 for CA calls; 82 for regional calls)

### Features and Statistics

- Interactive Voice response (IRV) self-service available 24/7.
- KP.org online support with secure email 24/7.
- Culturally sensitive service in English, Spanish, Cantonese and Mandarin. Bi-lingual (English/Spanish) CSRs at all centers, and use of AT&T language line
- TTY for the hearing impaired.
- Average monthly call volume (2011): 668,027
- Service Level performance guarantee: 80 percent of calls handled in 30 seconds or less.

### Contact center “peaks”:

Peak period: January (open enrollment)

Call volume during peak period: January 2012: 708,363

“Live voice” response time during peaks: 26 seconds

Staffing method for peaks: MSCC shared service workforce management team forecasts, schedules, and monitors peak and non-peak staffing in 30-minute increments to meet KP service standards.

### Service Center Costs and Cost Effectiveness

#### 2011

Total Costs CA - \$37,523,810

Cost Per Contact - \$6.11

\*(facility and IT costs are not included in these costs)